CONCORDIA UNIVERSITY
FACULTY OF COMMERCE AND ADMINISTRATION
MINUTES OF FACULTY COUNCIL MEETING
FRIDAY, FEBRUARY 5, 1993

Present:

Members: C. A. Ross, Chair
D. Acland (Acco. & M.B.A.), A. Ahmad (Fina.), B. Barbieri (Mktg.), C. Bayne (DS&MIS), U. de Brentani (Assoc.Dean), A. Christopoulos (CASA), D. Cimaglia (CASA), C. Draimin (Assoc.Dean), G. Edwards (CASA), V. Fragiskos (CASA), K. F. Gheyara (Acco.), Z. Gidengil (Mktg.), R. Hall (CASA), A. Hochstein (Fina.), S. Hoffman (Lib.), A. B. Ibrahim (Mana.), A. Jalilvand (Fina.), N. Kaminaris (CASA), G. Kanaan (Acco.), J. Kelly, (Mana.), V. H. Kirpalani (Mktg.) G. Martin (Comp.Sci.), D. Morin (DS&MIS), J. Nader (Assoc. Dean), L. Shanker (Fina.), M. Sharma (DS&MIS), S. Tamas (Acco.), T. J. Tomberlin (DS&MIS), R. O. Wills (Assoc. Dean),

Guests: S. Bishin, G. Fayerman, J. Mannadiar, P. E. Pitsiladis.

Absent with regrets: K. Argheyd, M. Kusy, B. MacKay, J. Oberg-Muller, L. Prendergast, F. Simyar

I **Call to Order**
The meeting was called to order at 09:35.

II **Closed Meeting**
There were no items on the agenda for a closed meeting.

III **Open Meeting**

IV **Approval of Agenda, CAFC-93-02A**
IT WAS MOVED BY A. AHMAD AND SECONDED BY A. CHRISTOPOULOS THAT THE AGENDA BE AMENDED TO INCLUDE THE FC&A LIMITED TERM APPOINTMENT CONCERNS.

It was strongly recommended that the item be dealt with during the period allotted to the Chair's remarks and question period. The Chair agreed to include the item under Other Business, item XIII.

IT WAS MOVED BY U. DE BRENTANI AND SECONDED BY C. DRAIMIN THAT THE MOTION BE AMENDED TO INDICATE THAT THE LIMITED TERM APPOINTMENT CONCERNS BE INCLUDED ON THE AGENDA UNDER ITEM XIII, OTHER BUSINESS.

An objection was raised and the amendment was put to a vote:

THE MOTION WAS CARRIED AS AMENDED (19 in favor, 10 opposed, 0 abstentions)

V **Approval of Minutes of Previous Meeting - CAFC-93-01M**
The minutes of the Faculty Council meeting held Friday, January 15, 1993, CAFC-93-01M, were approved as presented.

VI *Chair's Remarks and Question Period*

Members of Council devoted a moment of silence in memory of Concordia's late Chancellor, Madame Jeanne Sauvé.

The Chair announced that additional copies of the Faculty of Commerce and Administration brochure can be obtained from Sharon Bishin or the Public Relations office - the French edition will be available soon. Congratulations were extended to Miriam Blumer, Robert Gervais, Nancy Wells, Bernard Touillon, Randy Mauskopf, Tracey Best and Marc Shwec as well as Professors Pierre Brunet and Rick Molz for their major contributions to the success of the 1993 International M.B.A. Case Competition.

With regard to the motion adopted by Faculty Council regarding making efforts to provide the names of professors beside the course offerings listed in the academic schedule, it was questioned why all listings read t.b.a. It was noted that this does not appear to be in keeping with the spirit of the motion adopted by Council. A brief discussion ENSUED concerning the Chairs' willingness to provide the information while ensuring that the provisions of the full-time and part-time collective agreements as well as University deadlines are respected. It was agreed that a separate listing, providing as many names as possible, will be available at the time of registration.

In response to concerns expressed about running out of time before dealing with the LTA issue, the Chair agreed to limit the debate period for the Response to the Review Report and the Report of the Board of Governors' Ad Hoc Committee to thirty minutes each and to limit discussion of the Report on the Enhancement and Recognition of Teaching to fifteen minutes.

VII *Business Arising from Previous Meeting*

1. *Response to the Faculty Review Report*

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY J. DRACONTAIDIS THAT FACULTY COUNCIL ACCEPT THE REVISED RESPONSE TO THE FACULTY REVIEW REPORT, DOCUMENT CAFC-93-01A-01.

Concern was expressed about the mandate of the proposed Faculty Academic Programmes Committee - the Department of Finance Chair reported that the department has adopted several motions to ensure the efficient operation of the committee. As a point of clarification, the Chair confirmed that the Ph.D. Director does report to the Associate Dean, Academic Programmes, as the Chair of the Academic Programmes Committee. In addition, the Chair pointed out that the Academic Programmes Committee will be a sub-committee of Faculty Council so that the mandate and composition of the committee will be subject to the approval of the Council. The Chair emphasized that at this point, acceptance of the proposed structure is the focus of discussion.

With regard to the Teaching Award Committee, the Department of Finance moved "that the proposed Teaching Award Committee be renamed "Teaching Committee", that its mandate be expanded to include responsibility for the implementation of the recommendations of the Report on the Enhancement and Recognition of Teaching and that it be chaired by the Associate Dean, Academic Programmes." The Chair advised that the only new committee in the proposed academic

structure is the Academic Programmes Committee, the Teaching Award Committee is an existing committee. He stated that if a change in the mandate of the current committee is wanted, this motion can be forwarded to the Faculty Council Steering Committee but, for discussion today, the focus is on the structure proposed in the document.

In the Department of Accountancy, the main concern reported is the lack of recognition and uniqueness of the Graduate Diploma in Accountancy Programme which is proposed to fall into the same reporting scheme as other multi-department programmes. As this is a departmental programme, concerns were raised with regard to the seemingly marginal role of the Department of Accountancy in the Graduate Diploma in Accountancy Programme. The Chair stated that although the Graduate Programme Director reports to the Associate Dean, Academic Programmes, there is no intent to intrude on the functioning of the Department of Accountancy. It was reported that the Department of Accountancy has struck a committee to examine the role of the department in the operation of the Graduate Diploma in Accountancy Programme.

It was noted that the establishment of the Academic Programmes Committee will facilitate the link-up of the Ph.D. and M.Sc. course offerings and more efficient use of resources.

The Chair was questioned as to whether or not the Faculty Administrators' Committee will be disbanded after the Academic Programmes Committee is struck - the Chair replied that he envisions a modified role for FAC such as dealing with matters related to the faculty and the part-time and full-time collective agreements. In response to concern about the lack of representation of all graduate programmes on FAC, the Chair stated that this will be considered in the future.

The main concern of the Department of Decision Sciences and MIS is the proposed Loyola Campus location for the Associate Dean, Academic Programmes, who will deal with all the graduate programmes that are located on the Sir George Williams Campus. The Chair stated that the intent is to demonstrate the Faculty's commitment to having the Loyola Campus play a central role in the operations of the Faculty - he noted that the Associate Dean, Academic Programmes will also have an office on the Sir George Williams Campus as well.

The Department of Accountancy was reported to have also had concerns with item E)(b), page 5, in that the unique needs of the Department and the profession of accountancy do not appear to have been considered nor have the needs and concerns of the Limited Term Appointment faculty and the part-time faculty been addressed. In addition, with regard to the reporting structure for the Graduate Diploma in Accountancy programme, the Department adopted a motion to accept the Response to the Faculty Review Report with the exception of the proposed organizational structure. It was recommended that the structure be considered at a later date after the report of the committee to examine the role of the Department of Accountancy in the operation of the Graduate Diploma in Accountancy Programme has been completed. The Chair reiterated that the report does not address the internal workings of the Department of Accountancy.

Strong concern was expressed that there is no one individual charged with coordinating graduate studies other than the Associate Dean, Academic Programmes. It was indicated that with the Associate Dean, Academic Programmes being situated on the Loyola Campus, it is likely that the current lack of communication among the graduate programmes will be exacerbated.

The Department of Management was reported to be concerned with the identification of the roles and functions of the Associate Deans of the Faculty and the proposed Loyola Campus location for the Associate Dean, Academic Programmes.

***THE MOTION WAS CARRIED** (29 in favor, 1 opposed - Kelly Gheyara, 0 abstentions)*

2. ***Report from the Board of Governors' Ad Hoc Committee on the Revision of the Composition, Rules and Procedures for Evaluation Committees and Advisory Search Committees - CAFC-93-01A-02***

IT WAS MOVED BY A. CHRISTOPOULOS AND SECONDED BY J. DRACONTAIDIS THAT FACULTY COUNCIL RECEIVE THE REPORT FROM THE BOARD OF GOVERNORS' AD HOC COMMITTEE ON THE REVISION OF THE COMPOSITION, RULES AND PROCEDURES FOR EVALUATION COMMITTEES AND ADVISORY SEARCH COMMITTEES - CAFC-93-01A-92.

The Chair advised that it was his intention to receive the opinions of members of Council - the comments, as recorded in the minutes of the meeting, will be forwarded to the Secretary of Senate.

It was reported that the following motion was adopted at the last meeting of the Department of Finance:

> ***The Department (of Finance) is pleased with the progress being made on resolving this important issue. The modalities aside, in the spirit of entrenching cooperative and collegial governance, no one should be appointed or reappointed to a senior administrative position, Rector - Dean, without the formal consent of both the Senate and the Board of Governors.***

The Chair made assurances that the Finance Department's motion will be brought to the attention of the Secretary of Senate along with any other motions stemming from any of the department meetings.

The report from the Department of DS&MIS emphasized two concerns: (1) the proposed reduced role of faculty and students and the increased number of representatives from the Board of Governors, (2) by not identifying the constituencies of faculty representatives, the possibility is open for striking a committee that has no representation from the unit (Faculty).

The report from the Department of Management identified three areas of concern: (1) the reduction in the size of the committee, (2) the reduction in the number of faculty members represented, (3) the lack of opportunity for faculty members across the University to provide input to the decision-making process.

The report from the Department of Accountancy raised three issues of concern: (1) the composition of the committee as described on page 15 - three faculty members from the faculty at large provides the possibility that the Faculty would not be represented in the selection process for Dean, (2) the marginal role of Senate both in the development of the profile of the candidate and in the proposal for conflict resolution, (3) individual faculty input after the establishment of the short list - it was felt that the candidates on the short list should make a presentation to the constituencies for which their leadership is being considered. In addition, the Department indicated strong support for the elimination of the oath of confidentiality.

The Department of Marketing is considering the document.

The CASA students reported three main concerns: (1) the diminished role of the students - it was recommended that two undergraduate and one graduate students be appointed for the selection of Dean, Vice-Rectors and Rector, (2) the lack of opportunity for student input in the development of the profile - it was suggested that students be included in the composition of the Senior Administrators' Committee or alternatively, the profile be developed by the constituency involved with subsequent ratification by Senate, (3) the method proposed for conflict resolution - item #6. was considered unacceptable as it may result in unlimited and extended "acting" roles believed to be unhealthy for the constituency involved.

With respect to concerns that none of the three faculty members are representatives of the constituency involved, it was reported that this was an oversight which will be addressed by the Ad Hoc Committee. With regard to other concerns expressed, it was reported that a process has been established so that Senate will revise the report and send it to the Board of Governors; the Board will consider comments and make revisions to the Ad Hoc report which will then return to Senate. At this point, if there is no resolution, a joint committee composed of representatives from Senate and the Board of Governors will reconsider the report and make recommendations.

It was noted that page 19 of the document indicates that a great deal of external input is made to the development of the profile.

From a Faculty viewpoint, it was emphasized that the reduction in the size of the committee is at the expense of representation of expertise - the loss of expertise will render the committee less sensitive to the needs and opinions of the community. With regard to the objection to the marginalization of Senate, it was pointed out that the role of Faculty Council is also marginalized. To ensure representation, it was suggested that selection of members of Faculty Council to ensure representation be included in the process of forming the Advisory Search Committee.

It was suggested that the procedure which calls for a separate report from the Chair of the Advisory Search Committee be maintained. With reference to page 38, #1, it was suggested that the reasoned report include the rationale for what was considered to be favourable and what was considered to be unfavourable in the case of each candidate.

The suggestion that there was an over-reaction to the reduction of faculty and students was strongly objected to.

As a point of clarification, the Chair confirmed that he would present the concerns raised in the discussion at the afternoon Senate meeting and a copy of the minutes of the Council meeting will be sent to the Secretary of Senate. The Chair pointed out that U. de Brentani and A. Jalilvand would also represent the Faculty at the Senate meeting.

It was suggested that the process of securing qualified administrators for the University is a smaller issue than that of the resolution of conflict within the current team of senior administrators.

The debate was closed.

3. ***Report on the Enhancement and Recognition of Teaching at Concordia University - CAFC-92-01A-03***

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY A. CHRISTOPOULOS THAT FACULTY COUNCIL RECEIVE THE REPORT ON THE ENHANCEMENT AND RECOGNITION OF TEACHING AT CONCORDIA UNIVERSITY - CAFC-92-01A-03.

It was agreed that a motion to mandate the Faculty to strike a teaching committee to ensure that the recommendations stemming from the document are implemented and to examine other areas of teaching be considered at a later date to allow time for the consultative process to be completed.

The CASA students report stressed the need for improved physical facilities - teaching space, clean classrooms with good lighting and air as well as moveable furnishings, more opportunity for student-professor meetings, elimination of TBAs from the registration schedule which forces students to sign contracts for the "unknown", and an improved mechanism for the evaluation of professors.

In response to a question, the Chair stated that the role of Faculty Council is to participate in the consultative process by forwarding comments to Senate on the document so that there is an input from Faculty Council, in addition to the input from the Faculty representatives on Senate. He explained that ultimately the document will be revised and recommendations adopted at which point the role of Faculty Council will be to ensure the implementation of these recommendations.

The report from the Marketing Department specified: (1) the need for a commitment on behalf of the University to improve the teaching environment and

(2) the need for improvements in the resources available to improve teachingeffectiveness and for establishing a better mechanism for measuring teaching effectiveness.

The report from the Management Department stressed: (1) improvement of physical facilities, (2) provision of more information to students i.e. names of professors teaching each course, (3) a better teaching effectiveness measurement tool - it was recommended that a Department Task Force be struck to examine and identify the kind of teaching information that would be most helpful to students (4) the need for clarification of role distinctions among probationary/tenured faculty, limited term appointment faculty and part-time faculty in the enhancement of teaching.

The focus of the Department of Accountancy report involved: (1) the commitment to a high standard of teaching, (2) concern about the 5.5 week summer classes, (3) the foul environment.

The DS&MIS Department report indicated strong support for the document with some concern - (1) lack of discussion of the objectives of teaching i.e. identification of the starting point and end product of this input/output process, (2) the current method of evaluating teaching - an over-reliance on the questionnaire.

The Department of Finance report emphasized: (1) a positive regard for the general thrust of the report, in particular, the expanded definition of teaching to include supervisory activities, mentorship, student advising, course development, (2) a concern that the implementation process seems unclear - the department has begun discussion about striking a Department Teaching Committee with a focus on developing the training of new professors, (3) a concern that the current method of teaching evaluation is inadequate and used inadequately, (4) concern about physical facilities.

The Chair noted that each department has stressed a dissatisfaction with the teaching evaluation mechanism and announced that the Report of the Ad Hoc Committee on Teaching Dossiers, which covers a number of the issues raised today, has been completed and will go to the departments and students for discussion and subsequently to the March meeting of Faculty Council for discussion. The Chair thanked J. Nader, Chair of the committee, A. Ahmad, B. Barbieri, and M. Bergier for their efforts on behalf of the Faculty.

It was recommended that the document be renamed so that the title reads "Report on the Enhancement and Recognition of Learning..." to reflect the role of the students in the process to avoid the notion that the educational process is the sole onus of the teacher. It was suggested that students organize workshops for students to teach them how to take responsibility for their learning. It was noted that many full-time students are also working up to thirty hours per week so that they have little time to do the learning that takes place outside of the classroom. The importance of addressing this other half of teaching in the document was underlined.

It was noted that although the title refers to the recognition of teaching, there is no mention in the document of the entrenchment of this recognition within the

reward system of the University. With regard to criticism about the absence of an implementation plan, it was suggested the Faculty, either at the department level or Faculty Council, take the initiative in designing such a plan which would see both the teaching dossier and research dossier given weight in the on-going reward and merit system.

It was suggested that teaching guidelines be replaced with the stronger notion of teaching policy to ensure that the importance of teaching is built into the structure and the reward system. With regard to item 3.1, page 20, last line - "reward in equal measure the full range and richness of the faculty..." - it was noted that this is the area which will determine the substance of the document. It was noted that concern about the physical environment is rarely an issue for researchers.

It was noted that educators generally agree that students be taught to create order from chaos as part of the learning process. This notion when implemented, however, results in a negative teaching evaluation given the current tool. It was proposed that teaching effectiveness be carefully considered with the view of ensuring a collaborative process of learning between professors and students.

The Chair reiterated his intent to bring the comments of Faculty Council to the afternoon meeting of Senate which would be followed up by sending a copy of the minutes to the Secretary of Senate.

The debate was closed.

VIII **Report: Commerce Undergraduate Curriculum Committee**

R. O. Wills reported that a new submission of the proposed Co-op programme will be considered and a critical path for the Self-Appraisal Process is expected to be established at the next meeting.

IX **Report: Graduate Studies And Research**

With regard to research U. de Brentani reported that at the meeting held January 29th the two primary issues were: (1) the dissemination of faculty research funds and (2) a submission to the Task Force on Enhancing Research Facilities and Services.

With regard to the research funds, she reported that the Faculty Research Guidelines were revised to stipulate the type of grants that the Faculty wants to support - the first priority is to be given to supporting M.Sc. student thesis grants to encourage faculty members to link up with the M.Sc. students to develop combined research proposals - the key objective is to assist the students to complete the programme. The second priority is the multi-disciplinary team grant to correspond with the priorities of the external granting agencies and enable the Faculty to obtain external funds. It was noted that the revised guidelines have been sent to the departments and were available to anyone interested. In addition, a call for proposals has been sent to faculty members - it was also noted that traditionally a call for proposals was made only once per year but in an effort to assist the M.Sc. students it has been agreed to have two, one call in the winter and one call in the fall.

With regard to the Faculty submission to the Task Force, U. de Brentani advised that all department representatives provided input to the submission which includes an appendix

to identifying needs at the University level, the Faculty Level, the department level along with a summarizing cover letter - copies of this document were sent to Department Chairs and Programme Directors.

X **Reports from Faculty Representatives on University Committees**

1. **University Senate**
   A. Jalilvand advised that the report of the Ad Hoc Committee of the Board was still the main issue.

2. **Arts and Science Faculty Council** - *There was nothing to report.*

3. **Senate Academic Planning and Priorities Committee**
   A. Hochstein advised that the committee has not met since the last report to Faculty Council, January 15th.

4. **Senate Academic Programmes Committee** - *There was nothing to report.*

5. **Senate Research Committee**
   U. de Brentani advised that there was nothing to report in addition to the submission to the Task Force as previously noted.

6. **Academic Services Committee** - *There was nothing to report.*

7. **University Library Committee** - *There was nothing to report.*

8. **Fellowships, Scholarships and Awards Sub-Committee**
   M. Sharma advised that the committee has not met recently.

9. **Sub-Committee on Academic Computer Policy** - *There was no report.*

10. **Computer Resources Committee** - *There was no report.*

11. **Board of Governors**
    P. E. Pitsiladis reported that the recommendations of Senate with regard to the Report of the Ad Hoc Committee was presented for discussion at the next meeting of the Board and noted that he expected a consensual resolution would follow. In addition, he reported that the Board discussed the negative impact of the current student financial difficulties (CUSA) on the Annual Giving campaign and other fund raising campaigns for the University.

12. **Council of Graduate Studies**
    K. F. Gheyara reported that the Council is proceeding to set up a Graduate Teaching Award and encouraged faculty members to give input either to him or to other faculty representatives on the Council of Graduate Studies.

13. **Student Administrative Studies** - *There was no report.*

XI Reports from Student Associations

1. C.A.S.A. Report

N. Kaminaris reported that CASA elections for a new executive will take place February 8, 9, 10th, and a meeting of an organizing committee composed of past presidents of CASA met on January 26th to determine support for a Commerce Alumni Association. In conclusion, he advised that the CASA students were concerned about the alleged irregularities within CUSA and noted that students from Commerce and Engineering are attempting to have a voice apart from the CUSA voice.

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY R. HALL THAT FACULTY COUNCIL GIVE PRIORITY TO THE DISCUSSION OF THE CONCERNS OF THE FC&A LIMITED TERM APPOINTMENT FACULTY MEMBERS.

The Chair was not agreeable but in accordance with Roberts Rules of Order, a vote was taken.

THE MOTION WAS CARRIED (12 in favour, 9 opposed, 4 abstentions)

2. C.G.S.A. Report - *There was no report.*

XII New Business

1. *Report from the SCAPP Sub-Committee on Academic Priorities - (SCAPP-92-38-D1) - CAFC-93-02A-03*

This item was not discussed.

2. *Notice of Motion from CASA - CAFC-93-02A-04*

This item was not discussed.

XIII Other Business

1. *Concerns of the FC&A Limited Term Appointment Faculty Members*

On behalf of CASA, N. Kaminaris reported the following concerns: (1) students were not consulted about the possibility of not issuing contracts to some of the best teachers in the Faculty, (2) this issue of academic importance was not considered by Faculty Council, (3) potential cut in the number of sections to be offered in the future, (4) the future of the Diploma in Accountancy Programme without the commitment of the LTAs who were influential in making Concordia number one in Quebec, (5) the effect of this action on the quality of teaching in the Faculty.

It was explained that FAC made a decision that 13 LTA contracts would not be re-issued. The rationale given by FAC was: (1) the ratio of LTAs to tenure track faculty will prevent the Faculty of Commerce and Administration from sustaining or achieving high academic quality and standards, (2) this ratio will prevent the Faculty from delivering its mission as so many LTAs will give a lower profile and the Faculty will lose prestige (3) the accreditation of the Faculty will be jeopardized. The following questions were posed: (1) Prior to the implementation of this policy, has any other anglophone university in Canada or North American been examined? If so, what is the ratio? Have you considered that the Faculty is the largest English-speaking business school in Canada? (2)

Have you studied the implication of this policy with regard to the number of sections that may be closed? How will this decision affect class size? From the viewpoint of physical facilities, how will the larger class sizes be accommodated? How will this impact on the coordination and curriculum issues in the case of multi-section courses previously dealt with by LTA faculty members? How will the tenure-track faculty members be affected in terms of course remissions? How will this affect the part-time/full-time ratio? How will the quality of teaching be affected? (3) It was emphasised that the decision of FAC has academic as well as administrative implications and given the academic implications, it was asked why the Faculty Council was not involved in the decision-making process, (4) Was this the decision of FAC or has a directive come from a higher authority? (5) Traditionally LTAs knew at this time of year whether or not they had a contract for the next year - is one to understand that the new faculty members have been searched and interviewed? Who will replace the LTAs - what efforts have been made in consultation with the departments to staff the sections currently taught by the 13 LTAs?

The Chair stated that he took full responsibility for the decision and noted that from a human aspect he had agonized over this decision which he believes to be essential in the long run to the survival of the institution. He stated that he had not been influenced by the senior administration in this regard. He further stated that he will provide a document explaining what is being done and why so that a more informed debate can occur. He further explained that from his point of view Concordia is not a research institution but rather the University is in the business of the generation and transfer of learning. He made the analogy that teaching without research is like a pilot who cannot navigate. He stressed that teaching and writing/researching are fundamental, inseparable tasks that must be performed by faculty members. He also explained that by reducing the number of LTAs and concentrating on increasing the tenure-track faculty the Faculty will benefit in the long run - short term pain will lead to long term gain. He pointed out that this should be viewed as part of a complete strategy, not as an isolated remedy to a specific problem. He noted that in the fall he had alerted each Chair that all future faculty candidates are to be evaluated on both teaching and research and this has recently been reiterated. The Chair stated that the objective of the strategy is to make the best possible use of the resources of the Faculty to ensure a quality education for students.

With regard to the question about studies having been conducted to compare LTA ratios elsewhere, the Chair replied that in the French universities LTAs are non-existent and that McGill has very few limited term appointments. With regard to course remissions for tenure-track faculty, the Chair advised that the Faculty will have to deal with that issue and noted that part-time faculty may increase for a short period of time. With regard to the notion that Council should have been consulted, the Chair stated that he believes this decision, while having academic implications, is an administrative issue which is beyond the purview of Faculty Council.

G. Fayerman was given speaking privileges so that she could represent the LTA Committee. She stated that there is agreement that an LTA be terminated in the

event that this position is blocking the hire of a selected tenure-track candidate. Since this is not the case, why has this been decided now rather than as the need may arise?

C. Draimin responded on behalf of the Chair. It was agreed that the LTAs are not preventing the hire of tenure-track faculty, the rationale has a financial basis to attempt to provide budget for the hire of more tenure-track faculty members. It was also agreed that it was likely that all the tenure track positions open will not be filled this year. It was noted that in departments where the tenure-track positions are vacant in September and January, it is still possible that LTAs will be contracted. It was explained that five LTAs who were identified as replacement appointments will not be renewed and the possibility of hiring more LTAs in the fall/winter semesters as replacements or to compensate for the unfilled tenure track positions was reiterated - advertising for LTAs will likely appear in April or May and these decisions will be made in the summer.

The Chair explained that there are 119 tenure track positions available in the Faculty. In the event there are unfilled tenure track positions, the money allocated for the salaries of tenure track positions is used to pay sessional lecturer (LTAs) - the budget this year for LTAs amounted to $375,000 but the Faculty actually spent over $1M so that the goal is to re-direct this money to where it was originally intended, to the hire of tenure track faculty.

It was suggested that the discussion be postponed until after the Chair's position paper has been produced and distributed. It was further suggested that this appears to be a management decision and the role of Faculty Council members in administrative matters was questioned.

It was suggested that the Chair approach the senior administration for funding to assist some of the LTAs obtain their Ph.D.s.

Confusion was expressed regarding the information provided to the LTAs - they understood that currently the Faculty has 110 filled tenure track positions and 49 LTAs. From the 49 LTAs, 7 replacement contracts and 13 LTAs compensating for unfilled tenure-track faculty positions will terminate in 1993-94 for a total of 20. It was also understood that each department was to have the authority to hire one tenure-track faculty member for every two LTAs that are terminated - notwithstanding this agreement, each department could hire 4 four tenure track faculty members. Additionally, in the event two tenure track positions in a department are unfilled, one LTA can be hired. From a mathematical viewpoint, even if every tenure track opening is filled, it appears that approximately 45 sections will need to be eliminated. The question the LTAs pose is how will the administration handle this - hire more part-time faculty? close sections? increase class sizes?

It was pointed out that the Faculty of Commerce has 10% of the faculty in the University and 40% of LTAs in the University. It was stressed that to become an accredited member of the AACSB, the Faculty needs to have 50% of the faculty who are academically qualified i.e., hold a Ph.D.. and the Faculty is well below the standard of other anglophone universities in Canada.

Some concern was expressed that the "Draimin Report" which was rejected in the fall is being resurrected. Strong objection was made on behalf of CASA.

Concern was expressed that most of the LTAs who are being terminated are female. The Chair responded that the Faculty is committed to the hiring of females in the tenure track positions available.

With regard to the needs of the Department of Accountancy, it was noted that although it is now understood that the Faculty is to hire ten tenure track faculty for 1993-94, the DPC of the Department of Accountancy has not received any written directives to recruit for any number of positions so that no recruitment will take place until written clarification of the number and type of faculty members the DPC is authorized to recruit is received. At this time, the Department has a shortfall in staffing 34 sections. It was stressed that over the last five-year period, most academically qualified candidates in the field of Accountancy have been absorbed by the Market so that this year the department has been unable to invite even one qualified candidate. With respect to the technical nature of many of the Accountancy courses, it was also emphasized that a number of the LTAs who are being terminated have developed the technical expertise needed and replacing these qualified faculty members with part-timers is not feasible so that the department will either cancel sections or be forced to schedule more 8:25 - 10:55 sections. With regard to the AACSB requirements, 25% of the schools of Accounting recognize the Masters degree in Accounting plus a C.P.A. designation as being terminally qualified, a doctorate is not necessary.

Some concern was expressed that the part-time faculty may be the next in line to experience cutbacks.

Strong support of the teaching excellence of the many LTAs was expressed. In addition it was emphasised that their loss may have negative impact on potential students' choice between McGill and Concordia.

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY U. DE BRENTANI THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED.

The meeting was adjourned at 1:10 p.m..

XIV **Next Meeting**

*The next regular meeting of Faculty Council will take place on **FRIDAY, MARCH 5, 1993**, in room GM403-2. The meeting will begin at 09:30.*